

# No Stranger to Success

## DDCO'S 1994 HAMMER AWARD FOR REINVENTION OF DEPOT BUSINESS PRACTICES

Defense Distribution Depot Columbus, Ohio (DDCO), went from a high of approximately 805 “team” members in 1992 to 500 “team” members by 1994 because of downsizing within the Department of Defense (DoD).

In an effort to improve performance to better serve the Warfighters, the DDCO team took on the challenge of reengineering its key business process of filling customer orders. The team fundamentally rethought and radically redesigned the process to achieve dramatic improvements in critical measures of performance—speed, cost and quality.

The DDCO team reduced the average time to fill a customer order from 11.8 days in November 1993, to 2.0 days in July 1994—down 83%. The 83% improvement in processing time was accomplished in the face of a 24% personnel cut and a 26% budget cut, with a reduction of only 1% in customer orders from the previous year.

For its efforts, the DDCO team was one of the first recipients of then Vice-President Al Gore’s “Hammer” award for contributing to the efficiency of government services.

